Index

‘4Sight’ 79–80
9/11 49, 70, 116, 128–9
absorptive capacity 17, 38, 43, 93
Academy of Management Annals 15–16
adaptability 35, 38, 93–4
adaptive collective resilience
  redundancy as antecedent of 91–2
  related constructs as outcomes of 93–4
adaptive resilience 20, 23, 35–7, 38
  as conceptual template 31–2
  diffusion of 110, 113
  interplay with proactive resilience 45–6, 116–19, 120, 124
  origins of term 136
  and related constructs 38, 40–41, 43, 45
agility 33, 42, 92–3, 97
Ali, Muhammad 16
Alliger, G.M. 72
Ameen, K. 66, 127
American Psychological Association (APA) 7
Andersen, E. 17
animals 23, 24–5
Annarelli, A., 14–15
anticipation 33, 41, 42, 56–7, 93, 121
appreciation, culture of 114
Asch, S. 21
‘asking culture’ 105, 113
Atkins, R. 29
backups 41, 91
Bahrami, H. 79
Bakker, A.B. 90
Barrick, M.R. 128
Barton, Dominic 22
Beasley, M. 40
Beck, T.E. 71, 119–20, 126
behavioural elements of resilience 89
Benchmark Resilience Tool 78
Beunza, D. 116, 128–9
Bloom, Ari 54
Boisjoly, Roger 123–4
BP 11, 92
brand perceptions 11, 12
Brazil, national football team 111–13
Brief Resilience Scale (BRS) 57–8
BSI group 79
buffering 41
Bunderson, J.S. 97
Butz, Rolf 29
Campbell Reed, Kristin 87
cannibalism 67–9
Cantoni, F. 132
Carr, L.J. 66
Cascio, W.F. 60
Catholicism 68
Caza, B.B. 7, 52, 101
Challenger launch decision 46, 123–4
Chapman, Bob 22
Characteristics of Resilience in Sports Teams (CREST) model 76–7
Chile, miners’ rescue 104
cities 118
Clair, J.A. 3
coaching 101
Coca-Cola Co. 3
cognitive elements of resilience 89
collective resilience 25
  antecedents of 90–96
  cognitive, behavioural and contextual elements 89–90
  at community level 81–9
  discovering 69–71
  ‘Miracle of the Andes’, as example 66–9
  at organizational level 77–80

175
at team level 71–7
threats to 97
Columbia disaster 46
Communities Advancing Resilience
Toolkit (CART) 87
community resilience 81–2
components of 87–9, 90
definition of 87–9
measurement of 88
predictors of 85–7
street vendors, India 82–5
compassion 22
competencies 128
Conceição, Maria da 44–5
Conjoint Community Resiliency
Assessment Measure (CCRAM) 87
constructs 134–5, 136–7
context 52, 54–6, 89–90
Cooper, Cary 25, 70
Cooper, M. 116
coping 8, 35, 38, 40, 57, 59
Cornum, Rhonda 39–40, 52
countries, resilience of 14, 15, 81–2, 86
Coutu, D.L. 52
Cox, R. 87
crisis 1, 11–14, 26, 38, 49, 121
9/11 49, 70, 116, 128–9
Challenger launch 46, 123–4
and collective resilience 93
Columbia disaster 46
and community resilience 85–6, 87, 89, 90
miners’ rescue, Chile 104
‘Miracle of the Andes’ 66–9
and redundancy 91, 92
Critical Infrastructure Security and
Resilience Month 48
Cronbach, L.J. 134–5
cross-level interactions, diffusion of
resilience via 100, 115
Brazilian and Uruguayan football
teams, as example 111–13
cultivation of resilience across levels
(towards interactive model of
diffusion) 105–13
diffusion and cultivation of resilience
in practice 113–15
diffusion of adaptive resilience 110, 113
diffusion of proactive resilience 107–9
improvisation 114–15
learning 110, 114
levels of resilience and interaction
components 102
positive interactions 109, 113–14
psychological safety 105–7, 108
resilience at individual level
100–102
resilience at team level 102–5
Cunha, M.P. 108
cyber security 13–14
Decroos, S. 76–7
Denyer, D. 79–80
depression 29
design 20, 21, 131–3
desiilence 63–5
dialectical synthesis, resilience as 45–6
dialectical research agenda on
resilience 129–31
implications for practice and
research 122, 124–6
organizational resilience as synthesis
120–22
resilience and its tensions 116–20,
130–31, 132–3
dialectics 46, 78
dogs 23, 24–5
Drucker, Peter 22
duality, management of 131
Duckworth, A.L. 43–5, 61–3
Dufresne, R.L. 3
Duhigg, C. 106
Dumas, Alexandre 123
dynamics of paradox 130
Edmondson, A.C. 103, 106, 107
efficiency 96
Egeland, B. 31, 117
Ego-Resiliency Scale 57
Eichenwald, K. 30
Eisenhardt, K.M. 79
El Milagro de los Andes 66–9
engagement 101, 127–9
engineering resilience 17, 136
Enron 30
Evans, S. 79
expandable competencies 128
Index

failure 1, 2, 3–4, 6, 26–30, 45, 51, 61–2, 106
and teams 72–3, 76, 102–3, 110
feedback loops 24, 32, 117, 130
Finland 15
flexibility 33–4, 42, 94–5, 96, 97
Flint-Taylor, J. 70
FM Global 81
Foles, Nick 27
Freeman, S.F. 70
French, L. 12
Furniss, D. 132
Garud, R. 105
Geher, G. 1
Genentech 87
Giustiniano, L. 132
global financial crisis 13
Gomes, André 64
Grant, Adam 4, 5
Greve, H. 90
grit 37, 43–5, 61–3
groupthink 97, 123–4
Hadida, A.L. 93
Haiti 86
hardiness 35, 40, 56
hardship 60–61
healing 37, 43, 59
Heinsius, Thomas 29
hierarchy 97, 98, 115
holacracy 97, 98
HolacracyOne 98
Holling, C.S. 17, 136
holography 127, 129
hope 51
Hougaard, R. 22–3
Hsieh, Tony 98, 118
hubris 4, 30, 111
humanization of leadership 22–3
imperfection, as source of learning 122
improvisation 17, 34, 42, 57, 93,
114–15, 121, 128–9
India, street vendors 82–5
individual resilience 23, 25, 50–51,
100–101
antecedents of 52–7
and complementary processes 61–3
consequences of 59–61
desilience 63–5
interactive component 101–2
measurement of 57–9
positive interactions 109
and related constructs 56–7
relationship to team resilience 69–70,
71
and structures 121–2
Infosys 105
infrastructure security 48
Ingram, Kevin 81
interactions 30–31, 46–7; see also
cross-level interactions, diffusion
of resilience via
interventions, to foster resilience 56
Ireland 14, 81
Japan 86
Jhabvala, N. 27
job loss 29
Johnson & Johnson (J&J) 11–12
Jordan, Michael 16
key to icons used in text boxes 9–10
knowledge repositories 91
Koehn, N.F. 54
Konnikova, M. 63–5
leaders 3, 21–3, 50, 66
‘4Sight’ model 79–80
and failure 29, 30
hubris 4, 30
listening skills 114
positive interactions 109
and proactive resilience 109
and psychological safety 106–7, 108
learning 3, 17, 23, 38, 41, 96, 110
‘asking culture’ 105, 113
imperfection as source of 122
and redundancy 91
teams 73, 74, 110, 114
Lengnick-Hall, C.A. 71, 89, 119–20,
126
levels of analysis 14, 47, 102
Liang, J. 106
Lin, Jeremy Shu-How 27–8
Lincoln, Abraham 52, 53–4
Linnenluecke, M.K. 14, 132
listening skills 114
Luthans, F. 51, 56, 60, 100–101, 119, 126

managers, see leaders

Mandela, Nelson 16, 60

manoeuvrability 34, 43, 95–6

Maracanaço 111–12

Margolis, J.D. 1

Maria Cristina Foundation 44

markers framework 132

Marston, A. 63

Marston, S. 63

Maslow, A.H. 90

Meehl, P.E. 134–5

methodology (used in book) 134–7

Meyer, A.D. 20

Miami Heat 28

Millenials 22

Milton, L.P. 7, 52, 101

Mineiraço 113

miners’ rescue, Chile 104

Minister for Government Resilience and Efficiency (UK) 14

‘Miracle of the Andes’ 66–9

mistakes, dealing with 76, 103; see also failure

moral work 70

Morgan, P.B. 72, 76

Mujica, Pepe 60–61

Mulligan, T. 21

nations, resilience of 14, 15, 81–2, 86

New York Knicks 27, 28

New Zealand 86

Nietzsche, Friedrich 3, 23

Nishi, D. 58

Nissen, M. 96

Nokia 15

nomological networks 134–5, 136

Nonino, F. 14–15

optimism 51, 62

organizational design for resilience 131–3

organizational healing 37, 43

organizational resilience 37, 77–8

across and within levels 46–9, 117, 127

antecedents of 130

building 78–80, 131–2

conceptual templates 32, 46

consequences of 130–31

cultivation of 20–21

enablers of 90–91

and global risk society 25–6

integrative model for 79–80

measurement of 78

negative aspects of 115

positioning 11–14

preconditions 129

as a process 17, 20, 31–2, 38, 120–22, 130

as synthesis 45–6, 120–22

organizations, and community resilience 86–7

OutSystems 6

overconfidence 110, 111–12

Oxfam 12

oxytocin 21, 22, 23, 24

Pakistan 14, 81

Pal, R. 90–91

Parker, H. 66, 127

Parrado, Nando 67–8

passion 62

Patel, S.S. 88–9

Pederson, Doug 27

permanent dialectics 120–21

Perry, K. 87

personal characteristics 2, 54, 55

Pfefferbaum, R.L. 87, 88

Philadelphia Eagles 27

Pladevall, Javier 22

‘plan-do-check-act’ (PDCA) methodology 79, 80

post-traumatic growth (PTG) 36–7, 38, 39–40, 43, 59

Powley, E.H. 43, 59

pressure 64

proactive collective resilience

agility and improvisation as antecedents of 92–3

related constructs as outcomes of 94–6

proactive resilience 20, 23, 33–4, 37, 41–2

as conceptual template 32

diffusion of 107–9

interplay with adaptive resilience 45–6, 116–19, 120, 124
Index

and related constructs 42–3, 45
and respectful engagement 128
problem-solving orientation 128
problems, failure to address 46–7
PsyCap Questionnaire (PCQ) 58
psychological capital (PsyCap) 51, 56, 58–9
psychological resilience 1
psychological safety 105–7, 108, 122

Psychology Today 2

Quincey, James 3

Rao, H. 90
recovery 36, 38, 94
redundancy 36, 41, 91–2
reflection and reflective practice 119, 120, 121
relationships 21, 23, 31, 47
reputational damage 11–12
resilience
across and within levels 30–31
adverse consequences of focusing on 4, 5
building 7
concept of 134
constructs 134–5, 136–7
cultivation of 20–21
definitions of 1–3, 7, 14, 15, 16–17, 102
of human systems 116
individual biology of 21–3
levels of aggregation 26, 69, 71, 117
levels of analysis 14, 47, 102
origins of term 136
in practice 16–17
as a process 6, 7, 8–9, 31–2, 52, 54, 101, 117–19, 120–22
as a quality 7
representative studies on 15–16, 18–19
tensions 116–20, 130–31, 132–3

Resilience Scale 57
Resilience Thumbnail Tool 78
Resilient Index (RI) 81
Resilient Organisations Research Programme 78
resilire 14
respectful engagement 101, 127–9
risks 11–13, 25–6
Road to Resilience 7
Robben Island 60
robustness 34, 42–3, 96
Rocha, Rodney 46
Rodriguez, C. 28
Rorlich, Azade-Ayse 82
Salomon, Andrew 29
Sandberg, Sheryl 8–9, 52
Sandler O’Neill 70
Sanner, B. 97
security 13–14, 48
self-awareness 22
self-confidence 51
self-efficacy 51
Self Employed Women’s Association (SEWA, India) 84–5
self-organization 118
selflessness 22
Seligman, M. 39, 61–2
Senn, Martin 29
sensemaking 66–9, 89
Sharma, S. 73–6
Sharma, S.K. 73–6
Silicon Valley firms 79
sisu 15
Sobotka, Bohuslav 13
social capital 31, 54, 73, 128
social relationships 21, 23, 31, 47
social resilience 31, 47, 105–6
social solidarity 90
Southwick, F.S. 100
‘speaking up’ 107, 108
sports teams 27–8, 76–7, 111–13
Stark, D. 116, 128–9
Stoltz, P.G. 1
street vendors, India 82–5
stress 63
success, followed by failure 4, 28–30
suicide 29
Sutcliffe, K.M. 32, 127, 134
Sutton, R.I. 21
Switzerland 29, 81, 86
systems 16–17, 116, 136
taboo 67, 68–9
Tachikawa Resilience Scale 58
Tatars 81, 82
Taylor, B. 3
team resilience 71–3, 102–3
components of 73–7
definition of 72
improvisation 114–15
interactive component 103, 105
measurement of 74–5, 76–7
mining rescue, Chile 104
‘Miracle of the Andes’ 66–9
positive interactions 109
and psychological safety 106–7
relationship to individual resilience 69–70, 71
teams 25, 31, 47, 71
groupthink 97, 123–4
learning 73, 74, 110, 114
sports 27–8, 76–7, 111–13
temporary workers 95
Three Musketeers 123
thriving 37, 43, 61
Toyota 12, 86
trading room (Lower Manhattan, after 9/11) 49, 116, 128–9
Turnbull, Malcolm 13–14
uncertainty 11, 25, 46
underdogs 26–8, 111–12
Uruguay, national football team 111–12
Välikangas, Liisa 15
Varela, Obdulio 111, 112
Vegt, G.S. van der 86
vicious circles 20–21
Vogus, T.J. 32, 127, 134
Volga Tatars 81, 82
Volkswagen 12
vulnerability 41–2
Walker, J. 116
Ward, M.J. 94–5
Weick, Karl 66–7
Wilson, G.A. 116
World Cup (FIFA) 111–13
Zanardi, Alessandro ‘Alex’ 16
Zappos 98, 114, 118